



# UNITED STATES MARINE CORPS

MARINE CORPS BASE

PSC Box 20004

Camp Lejeune, North Carolina 28542-0004

BO 5214.1F

BADJ

06 JUN 1997

## BASE ORDER 5214.1F

From: Commanding General

To: Distribution List

Subj: REPORTS MANAGEMENT PROGRAM

Ref: (a) MCO 5214.2D  
(b) MCO 5210.11D

Encl: (1) Definitions  
(2) Guide for Establishing an Information Requirements  
(Reports) Management Program and Documentation  
Procedures Required of Report Sponsors  
(3) Guide to Estimating Report Costs

1. Policy. To set forth policy and guidance relative to the Reports Management Program at this Command.

2. Cancellation. BO 5214.1E.

3. Background. The references set forth procedures for reports management as part of the overall Marine Corps system of records management.

### 4. Information

a. A report is data or information, generally summarized, transmitted on a recurring, regular, periodic, or one-time basis, for use in determining policy, preparing other reports, and controlling, planning, and evaluating operations and performance. Reports may take any of several forms and may be regarded as part of the records of the command.

b. Reports, regardless of form or appearance represent a use of manpower, time, money, and other resources by the preparer and the user. It is therefore incumbent upon personnel who require a report to ensure that the report is worth the cost, is well-designed, and is canceled when no longer required.

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5. Reports Management Program

a. Objective. The overall objectives of reports management are to improve the content and form of necessary reports, control the creation of new reports, and to eliminate unnecessary ones. Objectives of the program are to be achieved while ensuring that decision making needs are met and the requirements imposed by senior headquarters are fulfilled by an effective, responsive reporting system. To meet program objectives, the Base Adjutant is tasked specifically to:

(1) Ensure that methods, procedures and systems employed for reporting purposes are realistic, practical, and responsive.

(2) Encourage the practice of requesting only necessary information/data consistent with an economic workload and minimum administrative requirements.

(3) Seek integration of like information/data requirements and to develop multiple use of reports.

(4) Provide a central point of contact for information/data related to reports control and improvement.

b. Implementation. Except for reports exempted by reference (a), internal reports generated by Marine Corps Base and subordinate units will be managed by controlling their implementation and by continual monitoring. Implementation procedures are as follows:

(1) Use the enclosures to assist in determining if a report should be required, and the type of report (form, letter, message, or electronic mail) to be utilized.

(2) Submit the report with the three forms in enclosure (2) to the Base Adjutant for approval and a Report Control Symbol (RCS), if not exempt.

c. Current Reports

(1) Review, evaluate, and analyze the annual cost of each report required. Submit, via E-Mail, to the Base Adjutant (Attn: Reports Management), whether the report(s) is/are relevant or should be canceled. Use enclosure (3) to determine the cost for each report.

(2) Ensure that all reports are current and necessary, and that they are listed on the annual reports checklist.

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6. Actiona. Commanding Officers and General/Special Staff(1) Internal Reports

(a) Route all proposed directives requiring a report to the Base Adjutant for assignment of a RCS and a determination if the required information is available from existing reports.

(b) Prepare and submit the forms in enclosure (2) to the Base Adjutant for each new report and when changes to existing reports are needed.

(c) Advise the Base Adjutant by memorandum when a report is canceled.

(d) The forms in enclosure (2) may be reproduced locally.

(2) External Reports

(a) Upon receipt of a directive establishing a reporting requirement to an activity outside MCB, complete and submit the forms in enclosure (2) with a copy of the report form or format to the Base Adjutant.

(b) When directed by the Base Adjutant, review the external reports list annually and submit the review to the Base Adjutant for consolidation.

(c) Advise the Base Adjutant of recommendations for improvement of existing reports, and when a report is canceled.

(3) Report Submission. After all reports have been submitted for a certain period, notify the Base Adjutant, by letter or via E-Mail, that all reports have been submitted.

b. Base Adjutant. The Base Adjutant, as the Reports Management Officer for MCB, is responsible for administering the Reports Management Program and will:

(1) Ensure that the objectives of Report Management is accomplished.

(2) Maintain a copy of all report forms/formats, internal and external, to ensure compliance with the objectives.

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(3) Review proposed directives which require internal reports to ensure compliance with the requirements of the Reports Management Program and to reduce redundancy.

(4) Assign an RCS to all internal reports as a standard means of identification and to indicate that the report is approved.

(5) Publish an internal/external Recurring Reports Checklist annually for review.

(6) Consolidate the review of external reports checklists for MCB activities.

(7) Forward recommendations for reports management improvements and challenges for reports to CMC in accordance with reference (a).

7. Summary of Revision. This Order has been substantially revised and should be reviewed in its entirety.

8. Reserve Applicability. This Order is applicable to the U.S. Marine Corps Reserve.

  
J. T. MURRAY  
Chief of Staff

DISTRIBUTION: A CAT I, CAT II less 8 & 9

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DEFINITIONS

1. AS REQUIRED REPORT. Information collected, stored, retrieved, and submitted when requested.
2. COLLECTION OF INFORMATION. Obtaining or soliciting facts or opinions by written report forms, application forms, schedules, questionnaires, reporting or recordkeeping requirements, or other similar methods. Similar methods may include contracts, agreements, policy statements, plans, rules or regulations, planning requirements, directives, requests for proposal or other procurement requirements, interview guides, disclosure requirements, labeling requirements, telegraphic or telephonic requests, and standard questionnaires used to monitor compliance with command requirements.
3. CONTROLLED REPORT. A report that has undergone a review and approval process and that has been assigned an RCS.
4. COST. The expenditure of man-hours, materials, equipment, and other resources used in reporting. Includes developmental, operational, and user cost,
5. COST/BENEFIT ANALYSIS. A process for determining reporting costs and benefits which can be expressed either quantitatively (in dollars) or qualitatively (in terms of effectiveness).
6. COST, DIRECT. Any cost that is specifically linked to the production, processing, maintenance, and use of a particular report.
7. COST, INDIRECT. Any cost incurred for joint operations that cannot be identified with a single report. Includes overhead and other fixed costs of resources.
8. DATA. A representation of facts, concepts or instructions in formalized manner suitable for communication, interpretation, or processing by human or automatic means.
9. DOCUMENTATION. The documents or records containing information on the organization, functions, policies, decisions, procedures, and essential transactions of the command's reports management activities.
10. EXEMPT REPORT. A report that is not subject to documentation and symbolization procedures.

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11. EXTERNAL REPORT. Any report that is required by an agency or organization other than the responding agency and that is outside the control of the responding agency (congressional, judicial, executive, OMB, private sector, state or local governments).
12. FEEDER REPORTS. A report that provides part or all of the data needed to prepare another report.
13. GENERAL PURPOSE STATISTICS. Statistics collected chiefly for public and general Government use, without primary reference to policy or program operations of the agency collecting the information.
14. INFORMATION COLLECTION REQUEST. A written report, application, schedule, questionnaire, reporting or recordkeeping requirement, or other similar method calling for the collection of information.
15. INFORMATION REQUIREMENT. The functional area expression of need for data or information to carry out specified and authorized functions or management purposes that require the establishment or maintenance of forms or formats, or reporting or recordkeeping systems, whether manual or automated.
16. INTERAGENCY REPORT. Any report required by one agency from one or more other Federal agencies.
17. INTERNAL REPORT. Any report required, prepared, and used within one organizational structure for its own use.
18. LICENSED REPORT. A report that has been justified by the originator, reviewed and approved by a reports control manager, and assigned an RCS or an exemption authority.
19. ONE-TIME (OT) REPORT. A report prepared only once. An OT report will be assigned an RCS SSIC code using "OT" as a suffix.
20. OPERATING DOCUMENT. A completed form or other document used to facilitate, accomplish, or provide a description or record of a transaction, function, or event. The information in an operating document may provide data (or input) for a report, but that is not its primary purpose. Examples are application forms, purchase orders, bills of lading, personnel actions, payrolls and timesheets, and inspection or audit reports.

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21. PREPARING ACTIVITY. The activity or organization that compiles, processes, reproduces, and submits all or part of the required report data, or any summary or extract of that information.

22. PROGRAM EVALUATION. An appraisal of the efficiency and effectiveness of the Reports Management Program. Aims at improvement through comparison of existing practices with alternative methods and techniques. Results in an evaluation report that includes findings, recommendations, and an action plan for correcting deficient areas.

23. PUBLIC BURDEN. The total time, effort, or financial resources required to respond to a collection of information, including to read or hear instructions; to develop, modify, construct, or assemble any materials or equipment; to conduct tests, inspections, polls, observations, or the like necessary to obtain the information; to organize the information into the requested format; to review its accuracy and the appropriateness of its manner of presentation; and to maintain, disclose, or report the information.

24. PUBLIC INFORMATION COLLECTION REPORT. A report which requires responses from members of the public. Members of the public are individuals, households, private firms, companies, contractors, organized groups of individuals, and states, territories, or local governments and their components.

25. RECURRING OR PERIODIC REPORTS. A report that provides essentially the same type of information at prescribed regular intervals (daily, weekly, monthly, annually, etc.).

26. REPORT. Data or specific information transmitted for use in determining policy; planning, controlling and evaluating operations and performances; making administrative determination; or preparing other reports. The data or information may be in narrative, statistical, graphics, or other form and may be displayed on paper, magnetic tape, or other media.

27. REPORTS ANALYSIS. A management technique that determines the essentiality and effectiveness of a report and that is based on all reports evaluation factors.

28. REPORTS CONTROL SYMBOL (RCS). An organizational abbreviation combined with an SSIC (SECNAVINST 5210.11C) and a numeric suffix which indicates that the report has been reviewed and approved by the reports control manager.

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29. REPORTS CONTROL SYSTEM. An administrative system for maintaining surveillance over the initiation, revision, and discontinuance of reports.

30. REPORTS MANAGEMENT. The planning, controlling, directing, organizing, training, promoting, and other managerial activities involved in the creation, processing, and use of reports.

31. REPORTS MANAGEMENT OFFICE. An organizational unit that has been officially assigned the responsibility for reports management.

32. REPORTS MANAGEMENT PROGRAM. A formally established activity function authorized and designed to fulfill reports management objectives.

33. REPORT PROGRAM MANAGER. An individual assigned the responsibility for reports management at the local level. The manager also maintains liaison with the Marine Corps Reports Program Manager.

34. REQUIRING ACTIVITY (OR ORGANIZATION). The activity or organization that imposes a report or an information requirement.

35. RESPONDING ACTIVITY. An activity or organization required to respond to a report or an information requirement.

36. REVISED REPORT. An established report that is changed in anyway; such as format, content, definition, instruction, reporting procedures, preparing organization, frequency, scheduling, or routing. Revised reports must be cleared by the reports manager and a change/revision must be issued to the directive that established the report or information requirement.

37. SURVEY OR PERSONAL SURVEY. An organized effort to obtain information from persons about themselves, their attitudes, perceptions, beliefs, opinions, or interests where the acquisition of such information is not a normal administrative requirement internal to the command. A survey must be licensed.

38. UNAUTHORIZED/UNLICENSED REPORT. A report that has not been reviewed and approved by a reports management office and has not been assigned an RCS.

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GUIDE FOR ESTABLISHING AN INFORMATION REQUIREMENTS  
(REPORTS) MANAGEMENT PROGRAM AND DOCUMENTATION  
PROCEDURES REQUIRED OF REPORT SPONSORS

1. Purpose

a. To provide guideline's on a recommended approach for local reports managers to follow for implementing an effective Information Requirements (Reports) Management Program.

b. To provide report sponsors procedures to follow in developing the necessary documentation to obtain approval for establishing, revising, or canceling information requirements.

2. Reports Management. Reports management is needed to ensure reports and reporting systems provide necessary information effectively, efficiently, and economically. Specific types of data are needed to meet particular requirements. Reports are the major means for providing this data. Reports management encompasses the development of reports and reporting system. As conditions or needs change, reports management must provide the control of reporting requirements to ensure minimum burden is expended and maximum effectiveness obtained.

3. Reports Management Functions

a. General. Line managers need information on how resources are being used and whether their goals and objectives are met. Reports management improves the quality and economy of reporting by providing managers with information a the right time, in the best format, and at the lowest possible cost. It also prevents the development of invalid, inefficient, or unnecessary reports.

b. Scope. The appendices of this enclosure will cover the following basic functions of reports management:

(1) Appendix A, Reports Inventory. This function identifies and compiles a record of existing reports.

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(2) Appendix B, Reports Analysis and Design. The reports analysis function identifies management information needed for controlling and evaluating activities and programs. The reports design function consists of designing reporting systems after needed information is identified and/or ensuring their installation.

(3) Appendix C, Reports Control. This function includes the necessary procedures to review, develop, revise, and cancel information reporting requirements.

(4) Appendix D, Reports Validation. This function involves the annual review of information reporting requirements to reduce the administrative burden by eliminating, reducing the frequency of, or consolidating reporting requirements when practicable.

(5) Appendix E, Public and Interagency Reporting. Special Government-wide clearance is required for interagency and public reports. Public reports require approval by the Office of Management and Budget (OMB), and interagency reports require approval by the General Services Administration (GSA).

#### 4. Program Development

a. Publication of a local directive and designation of a reports manager should be the first steps in implementing the program. The directive should make provisions for:

(1) Collection of information needed to establish a reports inventory.

(2) Reviewing and licensing of new information requirements.

(3) Assignment of RCS's per SECNAVINST 5210.11.

(4) Annual review of information requirements.

(5) Status of electronically transmitted information requirements when MINIMIZE is imposed.

b. The following considerations can be helpful in planning and preparing the directive:

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(1) Use of a standardized form for the initial collection of inventory information. During this phase of the procedures at HQMC, use of a form was found to be both timesaving for functional area sponsors providing the information, and of great assistance in having data in an easily usable form for preparing the inventory. See Appendix A.

(2) Use of RCS's to indicate multiple items of information. The RCS is a three-part alphanumeric code which indicates the requiring organization, applicable SSIC, and sequence number of the particular report within the SSIC. See Appendix C.

(3) Recommended wording for inclusion in local directives requiring information requirements. This will ensure that the purpose of the report, reporting periods, due dates, reporting instructions, required receipt dates of completed reports, and submitters are uniformly presented and understood. See Appendix B.

(4) Use of coded information whenever possible to reduce the bulk of information managed. Use of local office codes or monitored command codes (MCC) can be helpful in briefly identifying submitters and recipients. Also, use of locally generated codes can assist in identifying the status of electronically transmitted reports during conditions of MINIMIZE; i.e., continue to be transmitted during MINIMIZE, delayed until MINIMIZE lifted, transmitted by other means, or discontinued. Use of coded information can also be useful in identifying what reports contain classified information.

5. Program Implementation. Upon publication of the program directive, implementation of the program should include:

a. Collection of data necessary for, and preparation of, the information requirements inventory; which should include at least the originator's RCS, report title, requiring directive, and frequency. See Appendix A.

b. Procedures for conducting a technical analysis to ensure that only those reports necessary to effectively and efficiently carryout Marine Corps mission are introduced into the Marine Corps. See Appendix B.

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c. Review of existing and licensing of new information requirements for duplication, overlap, etc., in content. See Appendix C.

6. Program Review

a. Reviews are required to ensure that the objectives of the program continue to be met, and should include consideration of:

(1) The frequency with which reviews are scheduled. This is done on an annual basis.

(2) The updating of estimated annual costs, with emphasis on man-hours expended.

b. The following considerations can be helpful in planning and implementing the review phase of the program:

(1) Use of standardized report format for reviews designed so that information requirements sponsors can respond in blank spaces on the format itself. This can minimize the amount of additional administrative burden created by the review. See Appendix D.

(2) Conducting periodic reviews at approximately the same time the CMC (ARDB) conducts reviews. Since the HQMC review includes solicitation of information from field commands, this could eliminate the burden of having to respond at different times to both HQMC and local review. See Appendix D.

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REPORTS INVENTORY

1. Purpose. The purpose of the reports inventory is to identify and compile a record of existing reports. The inventory will identify reports and provide basic records on which to build an effective program. It facilitates both reports control and reports analysis.

2. Inventory

a. An inventory can be taken by using a standardized form, such as the one shown in figure A-1 to ensure the uniform collection of data. The form should be distributed to all organizational units with an explanation of its purpose and with instructions for its completion and submission.

b. The completed inventory form should be returned to the reports management office along with a copy of the report, the prescribing directive or a reference to the directive, and associated forms.

c. The data collected from the inventory should be used to compile a record of existing reports. Example:

<u>Originator</u>	<u>RCS</u>	<u>Title</u>	<u>Req Dir</u>	<u>Frequency</u>
BADJ	CLNC-5214	Reports Inventory	BO 5214.1F	A

3. Review of Organization's Directives. In addition to the inventory, the organization's directives should be reviewed to identify any reporting requirements that may have been overlooked.

Appendix A to  
ENCLOSURE (2)

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## REPORTS INVENTORY

Prepared by

Name \_\_\_\_\_

Organization \_\_\_\_\_

Telephone \_\_\_\_\_

Date

## INSTRUCTIONS

Submit an original and one copy for each report required or prepared by your office. All offices complete Section A. Complete Section B if report is required by your office. Complete Section C if report is prepared by your office. Attach sample copy of report and send to agency Reports Management Officer.

## SECTION A - IDENTIFICATION DATA

1. Report Title	2. Report Control Symbol or Number (if any)	3. Form No. or Format (e.g. memo, tabulation, narrative, etc.)
4. Requiring Directive or Instructions	5. Frequency (Monthly, quarterly, etc.)	6. Due date
		7. Expiration date

## SECTION B - REQUIRING OFFICE DATA

1. Purpose and use of report (Identify other reports for which this report is used as a feeder report.)

2. Offices required to submit report		3. Sources of information used by preparing offices to complete report (Form No., report, file, etc.)	4. No. of copies required
Type	Number		5. Distribution
6. Date report originated		7. No. of revisions since origination	8. Date of last revision
9. Estimated cost of developing report		10. Estimated annual cost of using report	

## 11. Current appraisal

		YES	NO			YES	NO			YES	NO
NEED	a. IS THIS REPORT STILL NEEDED?			DATA	h. IS DATA BEST FOR THE PURPOSE?			IMPROVEMENTS POSSIBLE	o. COMBINING WITH OTHERS?		
	b. IS EVERY ITEM STILL NEEDED?				i. IS COMPARATIVE DATA NEEDED?				p. MAKING EASIER TO COMPLETE?		
	c. IS THE REPORT NEEDED AS OFTEN?				j. IS REPORT CLEAR AND EASY TO USE?				q. USING A FORM IF NOT USED?		
	d. IS EVERY COPY STILL NEEDED?			INSTRUCTIONS	k. ARE THERE WRITTEN INSTRUCTIONS?				r. STOPPING NEGATIVE REPORTS?		
	e. IS THERE ANOTHER SOURCE?				l. ARE THEY CLEAR, CONCISE, COMPLETE, CURRENT?				s. USING SUMMARY?		
VALUE	f. IS IT WORTH ITS PROBABLE COST?				m. ARE THEY ISSUED IN A FORMAL DIRECTIVE?				t. USING SAMPLING?		
DATE	g. DOES THE DUE DATE GIVE ENOUGH TIME?				n. ARE ILLUSTRATIONS NEEDED?				u. REPORTING BY EXCEPTION?		
									v. CHANGING SOURCE?		
									w. CHANGING SEQUENCE?		

## SECTION C - PREPARING OFFICE DATA

1. Sources of information for completing report	2. No. of copies prepared	3. Distribution (original and copies)
4. Estimated annual cost to prepare report	5. Estimated annual cost for collecting and maintaining information needed for report	

Figure A-1--Reports Inventory

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REPORTS ANALYSIS AND DESIGN1. General

a. Reports must provide a basis for measuring performance, making decisions, creating or revising policy, or carrying out operations, and executing the mission of the organization requiring the report. The analysis and design of a report is a major reports management function. Reports analysis and design should be continuous in nature, because no organization remains static. As an organization changes, its information needs often change and so should the reports and systems that provide the information.

b. Report sponsors should consult with the organization reports manager during formulation of reporting requirements for appropriate guidance.

2. Reports Analysis

a. Detailed Analysis. To facilitate reports analysis, the checklist shown in figure B-1 contains all the significant elements the should be considered in analyzing reports.

(1) The analysis will determine whether the information requested is available from an existing source, if the assigned reporting frequency is reasonable, whether the format to be used is in consonance with the objectives of the MCO 5213.7, Marine Corps Forms Management Program, and if reporting methods and procedures are timely and promote efficient and economic use of resources.

(2) Reports items must be constructed to obtain all information needed concisely, economically, and effectively. Each item must satisfy a current need or known future requirement. The collection of information to meet some possible future need is not justified. Each reported item of information must be used by the recipient of the report. The need for an item can be determined by analyzing the answers to the following questions:

(a) Is the information requested under the cognizance of the requiring office?

(b) Is the information requested necessary for an established objective?

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(c) How is the information used?

(d) Is the information capable of misinterpretation? Could it be more simply stated?

(e) Can the information be used for purposes other than the established objective? Are there other potential users of the information.

(f) Will the requirements for negative reports serve established objectives? Negative responses should not be required unless absolutely necessary.

b. Arrangement of Report Items. Arrange report data items in logical format for easy completion by the preparing organization and for efficient use by the receiving organization. Consider the use of electronic/computer-generated reports by adhering to the guidance contained in MCO 5213.7. The forms manager will assist in developing the most effective forms design.

c. Source of Information for Report Items. Determine the organization which can furnish precise, usable information in the easiest way. Reassignment of responsibility for preparation of reports may avoid the establishment of unnecessary or duplicate source records, unnecessary work flow, or other uneconomical processes.

d. Controlling Copy Distribution. Distribution of completed reports is based on a "need-to-act" or "need-to-know" basis. Distribution of courtesy copies is prohibited.

e. Timing Submissions. Establish minimum burden in timing and frequency of preparation. The following facts must be considered when dealing with timing:

(1) Minimum Frequency. Establish the maximum time possible between submissions.

(2) As Required Reports. Establish these reports with the understanding that information will be available and furnished on request.

(3) Situation Reports. These reports are required on occurrence of an event or situation or change in condition.

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(4) Realistic Due Dates. Allow sufficient time for adequate compilation between the end of the period covered and the due date.

(5) Peakloads. Avoid conventional peakloads (last of the month, last of the quarter) by staggering report submission.

(6) Summary Reports. Avoid reports that only summarize previously submitted reports. For example, do not require an annual report that simply summarizes the information provided in prior report submissions.

f. Estimating Cost. See enclosure (3).

(1) Consider the cost of establishing new reports and in improving existing ones. Compare investment of work-hours and other costs to the value received from the report. Improved operations and effective decision making processes, in some cases, justify costly reports and reporting system.

(2) Base estimates on the actual situation. Estimate work-hours and machine time for the approximate time spent by organization personnel to prepare and process the report. Obtain dollar costs of any machine time, printing, special equipment, or other materials from the organization completing the report.

### 3. Reports Design

a. Identifying Information Needs. There are two ways of approaching this task.

(1) One is to determine the information needs on a command- or activity-wide basis by identifying the needs of each level of organization from the top down. The objective is to develop an overall understanding of the organization's information needs and to construct a net of interrelated systems to meet those needs. In a large organization, this approach is generally not practical because of the time and effort involved.

(2) The other approach is to focus on the requirements of the individual managers and develop systems to meet those requirements. Simultaneously, the possibilities for integrating those systems with other organization systems are taken into account.

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b. Personnel Involved. Identifying information needs requires the involvement of persons possessing several different skills, including reports management, forms design, functional managers and users, and computer specialists when the report is automated.

(1) The reports manager generally coordinates the collection, analysis, and synthesis of data into specific information requirements for affected organizational units.

(2) Forms designer assists in the development of the reporting format.

(3) Functional managers and users provide first-hand knowledge of the information needs and operations of their programs.

(4) Computer specialists provide the necessary expertise in the formulation of, and possible integration of, automated systems and processes.

c. Methodology for Identifying Information Needs. A systematic approach should be used to identify information needs.

(1) Listing Program Elements. The term "program" refers to the particular activity for which a manager is responsible at any organizational level. A "program element" is a function or segment of a function. Program elements constitute all the functions of a particular program.

(2) Setting Goals. A goal is a statement of the results expected from a program element during a given period. The statement of expected results should be clear, succinct, and attainable. For example, a program element in a reports management program may be a reports inventory; the goal may be to complete an inventory of all reports by a certain date.

(3) Defining the Output Products. Determine the data elements to be produced and the reporting format, frequency, and distribution.

(4) Specifying the Input. Identify the source and type of input (e.g., manual form, magnetic media), the organizations responsible for preparing and submitting the input information, and the methods of control or verification.

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(5) Preparing a General System Flowchart. Chart all office procedures in sequence. The data to be processed, the sources of data, the originating organizations, the means of transmission, the input media, the affected fields, the processing activities (including the equipment to be used), the output media, the output information, and the master system flowchart to indicate a proposed automated system's effect on and relationship to other automated data processing systems.

4. Documentation of Reporting Requirements within a Directive. After it has been determined exactly what the reports management office really needs to know, whether the information can be obtained without undue effort and cost, and that a proposed reporting requirement is fully justifiable, it becomes important to develop a requiring directive and form/format that will contribute to the successful collection of the desired information. The following provides guidance as to items that should be included in the directive:

a. Purpose of Report. The purpose should be clearly stated so that the preparing offices will understand what use is to be made of the data and be able to apply the instructions intelligently. The statement should be explicit.

b. Preparing Activities. Cite by definitive groups, or provide a complete listing of, the activities which are required to comply or submit all or part of the report. In a directive where addressees are specified as the preparing activities, a separate listing of reporting activities is not required. Specifically, state the level of command responsible for preparation and submission of reports when reporting requirements are contained in directives with broad distribution.

c. Recipient. State the correspondence code of the office to receive the report. If report submission is to a non-Marine Corps activity, provide instructions for the submission including detailed identification of the recipient.

d. Frequency. Indicate the frequency of submission; i.e., annually, biannually. In the event the report is to be submitted upon occurrence of an event or situation, indicate the circumstances which require preparation and submission. Provide the report cancellation date. A report will automatically cancel after cancellation date unless continuation of report can be justified.

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e. Period Covered. Specify the period to be covered in the report. If data is to be reported on a specific date, provide precise instructions.

f. Due Date. Indicate the date by which the report is to be received at its prescribed destination. Due dates should take into account the distant preparing offices. Generally, the due dates should be stated using the phrase, "by not later than \_\_\_\_\_ workdays after close of the reporting period."

g. Data to be Reported. Provide a complete description of all data elements. Illustrations for compiling and setting down the information should be clear and concise.

h. Report Form or Format

(1) Describe or illustrate the form or format for reporting. When a form is to be used, cite the form number, source of supply, and stock number (if any). Whenever possible, consideration should be given to converting manual report submission to the use of a computer-generated or electronic form; this lessens the reporting burden on the submitter.

(2) State the required number of copies.

(3) Cite the RCS clearly and visibly on the form or format.

i. RCS and Title. Cite the RCS and title as prescribed in MCO P5215.1, the Marine Corps Directives System.

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REPORTS EVALUATION CHECKLIST		REVIEW DATE	
REPORT TITLE			
SECTION 1 - DETERMINE THE NEED			
INSTRUCTIONS: Check either column (b) or (c). If questionable, show changes in column (d) (a)	QUESTION- ABLE (b)	SATISFAC- TORY (c)	PROPOSED CHANGES (Attach Additional Sheets, if Needed) (d)
1. THE REPORT AS A WHOLE. Who uses it? How? What is its purpose? Should it be continued?			
2. USE OF EACH ITEM. Is every item used? Any missing items to be added?			
3. USE OF EACH COPY. Are all copies used to good advantage?			
4. FUNCTIONAL RELATIONSHIP Is the information within the scope of the office functions?			
5. MISAPPLICATION. Does the report try to solve a problem which should be solved by other means?			
6. STAND-BY DATA. Is the data obtained for "just-in-case" use?			
7. ANOTHER AVAILABLE SOURCE. Is the data available in another report or office?			
8. BY PRODUCT. Is it possible to get the data by some other process?			
9. DIRECT USE OF RECORDS. Could actual records or "last copy" of record be used instead of a report?			
10. SAMPLING. Would a sampling of a few offices give reliable data?			
11. EXCEPTION REPORTING. Would it be appropriate to report conditions only when other than normal?			
12. COMBINATION. Could this report be combined with another report?			
13. NON-RELATED MATERIAL. Are non-related subjects included in the same report?			
14. ADEQUACY AND SUITABILITY. Is scope or content tailored to meet needs?			
15. VALUE VS. COST. Is the report worth its cost?			
SECTION 2 - VERIFY THE TIMING			
16. REPORTING PERIODS Are reporting periods properly stated?			
17. FREQUENCY. Is the present frequency suitable, excessive, or inadequate?			
18. DUE DATE. Is the due date specifically stated?			
19. PREPARING OFFICE WORKLOAD. Has this been considered? Can due dates be changed to avoid peak workloads?			

Figure B-1--Reports Evaluation Checklist

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REPORTS EVALUATION CHECKLIST (Page 2)		REVIEW DATE	
REPORT TITLE			
SECTION 3 - REVIEW STYLE OF PRESENTATION			
INSTRUCTIONS Check either column (b) or (c). If questionable, show changes in column (d). (a)	QUESTION- ABLE (b)	SATISFAC- TORY (c)	PROPOSED CHANGES (Attach Additional Sheets, if Needed) (d)
20. REPORT TITLE. Is it the same as, or listed in the directive?			
21. PURPOSE OF REPORT. Is it clearly stated?			
22. REPORTING INSTRUCTIONS. Are reporting instructions clear and adequate?			
23. INTEGRATED REPORTING. Are data needs of other levels included?			
24. FEEDER REPORTS. Are procedures for feeder reports provided to assure uniformity and simplicity?			
25. REPORTING UNITS. Are reporting units shown? Are there too many, too few?			
26. NEGATIVE REPORTS Are negative reports required? What use is made of them?			
27. NUMBER OF COPIES Are number of copies specified?			
28. ROUTING. Are correct mailing addresses given?			
29. NARRATIVE OR FORM Is the best format for this report used?			
30. ARRANGEMENT AND SIZE Are items sequenced according to user need? Is spacing adequate? Are item captions clear? Is size adequate and practical?			
31. STANDARDIZATION Do all offices use the same forms or format?			
32. SUMMARY INFORMATION Would a summary of information rather than statistics or a narrative be better?			
33. CUMULATIVE DATA. Can data be maintained on a cumulative basis to eliminate last-minute workloads?			
34. COMPARISONS. Are comparisons made against goals, past performance, or current performance of others?			
35. GRAPHICS. Are graphics used to good advantage?			
36. AUTHENTICATION. Are verifying or approving officials' signatures used only when necessary?			
37. DATA SOURCES. Are records from which reports are to be prepared identified?			
38. ARRANGEMENT OF RECORDS. Should records be rearranged to simplify reporting?			
39. REPORT SYMBOL. Is it shown after title of report?			
40. STYLE OF PRESENTATION Does the overall report provide clarity and simplicity?			

Figure B-1--Reports Evaluation Checklist

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REPORTS CONTROL

1. General. Reports control provides the necessary procedures to review, develop, revise, and cancel information reporting requirements. Procedures consist of the preparation of a reports approval request, the review and approval or disapproval of the report by the reports manager, the assignment of an RCS to approved report, and the compilation and maintenance of reports records.

2. Reports Approval Request

a. To permit a thorough evaluation of the purpose, need, and content of an information reporting requirement, and to provide the data needed to facilitate reports control, certain basic information must be provided to the reports manager. The report sponsor shall provide this information on a reports approval request, such as the one illustrated in figure C-1. Associated documents, such as the requiring directive, additional forms, and a copy of the proposed report, should accompany the request.

b. The reports manager shall provide assistance to the reports sponsor when requested. This assistance is most effective when provided during the initial establishment of the reporting requirement.

c. Reports shall only be approved when they comply with the procedures contained in the reference.

3. Coordination of Information Requirements. Report sponsor shall provide for coordination of the proposed report (directive containing the reporting requirement), with organizational units having an interest in the information being requested and with those that will be required to respond. Through coordination, it may be possible to eliminate or minimize the reporting burden.

4. Reports Review. After appropriate coordination, the proposed information reporting requirement will be reviewed by the reports manager for proper justification, potential duplication, and cost effectiveness. The reports manager will use the following criteria when reviewing the proposed reporting requirement:

a. A valid need exists for the information required by the proposed report.

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b. The information requested is limited to data elements needed to satisfy the reports purpose.

c. The reporting frequency is consistent with the time by which the information is needed.

d. Clear and complete instructions for reporting have been developed and are contained in the implementing directive.

e. The proposed report has been coordinated with other interested organizational units.

f. The complete cost of the reporting system is provided.

5. Report Approval. The reports manager analyzes the proposed information reporting requirement for conformance with reporting standards. The reports manager comments as appropriate and notifies the report sponsor of action to be taken. The report sponsor takes action as appropriate to incorporate recommendations in the implementing directive. The reports manager will enter pertinent data on controlled reports into the authorized reports control inventory system. Proposed reports will be identified as either "controlled" or "exempt."

6. RCS. Assignment of an RCS by the reports manager indicates that the analysis has been accomplished, the requirement is valid, and the respondents have responsibility for providing the requested information.

a. The RCS is a three-part alphanumeric code which indicates the requiring organization, the applicable SSIC as prescribed in SECNAVINST 5210.11, and the sequence number of that particular report within the SSIC. As an example of an RCS, MC-5214-04 has Marine Corps as requiring organization, 5214 as the applicable SSIC, and 04 as the fourth report in the 5214 series.

b. Reporting requirements implemented by Marine Corps Base directives will contain MCBCL to indicate the requiring organization. If a reporting requirement is imposed by higher authority, the RCS will reflect the appropriate requiring agency. For example, if HQMC imposed a reporting requirement, the RCS would contain "MC." Requiring agency prefixes are:

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DD Department of Defense  
CB Bureau of Census  
CO Congress of the United States  
OP Office of Personnel Management  
DN Department of the Navy  
FB Federal Bureau of Investigation  
GN General Services Administration  
JU Department of Justice  
LA Department of Labor  
MC Marine Corps  
TR Department of Treasury  
OM Office of Management and Budget

c. Controlled reports will be assigned an RCS and will be reviewed on an annual basis to ensure continued validity.

d. Exempt reports will be assigned the RCS "EXEMPT" and will not require future monitoring or review by the reports manager. The report sponsor is responsible for maintaining and validating the requirement for an exempt report. The following is a guide to the types of information that fulfills the requirement of a "report" as contained in this Order, but which are exempt from reports control:

(1) Operating documents processed within a operational system; i.e., requisitions, material release orders, supply status notices, back order release notices, application forms, bills of lading, personnel actions, payrolls and timesheets, and report of inspections.

(2) Orders or authorizations; i.e., permanent change of station or temporary duty.

(3) Reports of findings, recommendations, or actions prepared by an official committee, board, survey team, study group, or task force.

(4) Comments or concurrences which are a part of the routine clearance of proposed actions or publications; recommendations or evaluations as to existing or proposed plans, policies, procedures, organizations, missions, publications, agenda, or courses of action.

(5) Public information release.

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(6) Fiscal or disbursing source documents and output accounting system reports shall be an integral part of the accounting system and need not be individually justified or assigned RCS's.

(7) Reports of audit, internal review, investigation of charges, a complaint, a claim or a violation of law or regulation. The following types of reports are not exempt under this paragraph:

(a) Information required to prepare the final published audit report.

(b) Report of internal reviews when the review is imposed by a higher-echelon command.

(8) Reports of personnel matters such as savings bond participation, conflict of interest statements, financial statements, nominations or recommendations for awards, and medical and dental documents.

(9) Counterintelligence, personnel security, and other investigative surveys and reports as covered by SECNAVINST 3820.2.

(10) Routine requests for cost estimates related to a specific information request.

(11) Substantive intelligence reporting.

(12) Compromises of classified information.

(13) Communications actions on declaration of war.

(14) Establishment or cancellation of MINIMIZE.

(15) Reports of events or special incidents which may attract national and/or high U.S. Marine Corps interest.

(16) Information concerning imminent danger to life, health, or property arising from dangerous or defective material.

(17) Issuances establishing defense conditions or alerts of a service-wide nature.

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7. Reports Records. Reports records consist of files and catalogs needed for reports control and analysis.

a. Reports Case Files. The reports case files should contain complete historical data on each report. Case files contain the original documents relating to individual reports. Files that are used for analysis and for producing catalogs and management reports may be automated. A case file should be established for each report when it is begun and for existing reports identified in each inventory. Case files may be arranged sequentially by the RCS or alphabetically by the report title. A case file should contain:

- (1) The original reports request approval form or an inventory form.
- (2) Associated forms and instructions for completion.
- (3) Correspondence, worksheet, and other documents relating to the report.
- (4) A reference to, or a copy of, the implementing directive.

b. Reports Analysis Files

(1) In organizations where reports analysis is a manual operation, it is useful to establish subject classification files. These files can be used for comparing reports on the same subject or functional area, for identifying duplicative reporting requirements and for eliminating unnecessary reports. Subject classification files assist analysts in understanding relationships between reports and reporting systems and in streamlining systems and procedures.

(2) The files contain reports request approval forms or inventory forms and are organized by broad functional categories (personnel, budget, engineering).

c. Automated Systems

(1) Where organizations have established automated systems, only reports case files may be needed for backup and

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historical purposes. Automated systems can generally perform many reports management tasks. They can detect duplication of reports, identify reports needing revalidation, store and update the reports inventory, produce management reports, and produce a reports catalog.

(2) Depending on the design of a particular system, the reports information may be integrated with an organization-wide database or with related subject areas, such as forms files.

d. Reports Catalog

(1) A reports catalog is a listing of all reports required by or imposed on an organization. An up-to-date catalog should be prepared periodically and distributed to all units.

(2) The following list indicates the information that may appear in a reports catalog:

- (a) RCS.
- (b) Report title.
- (c) Associated form numbers.
- (d) Frequency.
- (e) Requiring law, regulation, or directive.
- (f) Requiring organization.
- (g) Cost.

8. Reports Cancellation. A reporting requirement may no longer be valid either by supersession of the requiring directive or by cancellation of the report itself. The steps involved in canceling a report are as follows:

a. Report sponsor recognizes that a report is no longer needed. Notifies the reports manager of cancellation. Promulgates change transmittal to the requiring directive announcing cancellation of reporting requirement.

b. Reports manager enters appropriate cancellation data in reports inventory and removes subject report.

c. Respondents cease submitting the report.

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1. SUBMIT TO		2. REPORT (Check applicable boxes)			
A. CENTRAL OFFICE (ORCIP)	A. TYPE <input type="checkbox"/> INTERAGENCY <input type="checkbox"/> INTERNAL	B. ACTION <input type="checkbox"/> NEW <input type="checkbox"/> CANCEL	<input type="checkbox"/> REVISE <input type="checkbox"/> CONTINUE	<input type="checkbox"/> EXEMPT	
<p>INSTRUCTIONS. Complete and submit an original and two copies of this form to request the clearance and evaluation of all new or revised interagency or internal reporting requirements that are subject to the GSA Reports Management Program (Refer to OAD P1872.2B). Attach a supporting statement that fully justifies the need for the requested information, a listing of responding agencies for an interagency report or a listing of responding services and staff offices for internal reports, copies of worksheets used in costing the report, a sample of the report form or format, copies of the prescribing directive or instructions that would be available to respondents, and copies of the cost/benefit evaluations as shown in apps. 4 B thru 4 F of OAD P1872.2B. THIS FORM WILL BE USED FOR THE ANNUAL REVIEW OF REPORTS.</p>					
3. OFFICE SYMBOL OF THE ORIGINATOR/USER		4A. PERSON TO BE CONTACTED FOR INFORMATION		4B. CORRESPONDING SYMBOL	4C. TELEPHONE NO.
5A. TITLE OF REPORT				5B. CURRENT APPROVAL NO.	
6. FREQUENCY OF SUBMISSION OF REPORT (Check)					
<input checked="" type="checkbox"/> ANNUALLY	<input type="checkbox"/> QUARTERLY	<input type="checkbox"/> WEEKLY	<input type="checkbox"/> ON OCCASION	<input type="checkbox"/> OTHER (Specify)	
<input type="checkbox"/> SEMIANNUAL	<input type="checkbox"/> MONTHLY	<input type="checkbox"/> DAILY	<input type="checkbox"/> CONTINGENT		
7. LIST CANCELED OR MODIFIED REPORTS OR FORMS					
A. TITLE			B. REPORT APPROVAL NO.		
8. SUMMARY OF ESTIMATED REPORTING WORKLOAD					
A. NUMBER OF RESPONDENTS (Agencies for interagency/Offices for internal)					
B. NUMBER OF TIMES THIS REPORT SUBMITTED ANNUALLY BY EACH RESPONDENT					
C. TOTAL NUMBER OF REPORTS SUBMITTED ANNUALLY (A x B)					
9. SUMMARY OF ESTIMATED REPORTING COSTS (Attach worksheets used in costing report)					
DESCRIPTION (a)	DEVELOPMENTAL COSTS (b)	ANNUAL OPERATIONAL COSTS (c)	ANNUAL USER (d)		
A. REQUIRING OFFICE	\$		\$		
B. RESPONDING AGENCIES/OFFICES	\$	\$			
C. TOTALS	\$	\$	\$		
10. NAME AND TITLE OF REQUESTING OFFICE, APPROVING OFFICIAL					
11A. SIGNATURE OF APPROVING OFFICIAL		11B. DATE	12A. SIGNATURE OF REPORTS CONTROL OFFICER		12B. DATE
BELOW FOR USE OF CLEARANCE AND EVALUATION OFFICE					
13. CLEARANCE AND EVALUATION RESULTS					
<input type="checkbox"/> APPROVED (See below)	<input type="checkbox"/> RECOMMEND DISAPPROVAL (See attached)	<input type="checkbox"/> EXEMPTED (See attached)	<input type="checkbox"/> CANCELED (See attached)		
14. ASSIGNED REPORT TITLE			15. ASSIGNED REPORT APPROVAL NO.		
			16. EXPIRATION OF APPROVAL (Date)		
17A. SIGNATURE OF APPROVING OFFICIAL					17B. DATE

Figure C-1--Reports Approval Request

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REPORTS VALIDATION

1. Purpose. The purpose of the reports validation is to reduce the administrative burden on respondents by eliminating, reducing the frequency of, or consolidating reporting requirements, where practicable. Reports managers shall establish a period every year to conduct a review of all existing reports.

2. Annual Review Procedures

a. The reports manager will initiate the annual reporting requirements review process. The reports manager will provide a listing of reports that each report sponsor is currently responsible for.

b. The report sponsor will review the reporting requirements contained in the listing provided. The review will validate the need for each reporting requirement and emphasize reducing the administrative burden. The report sponsor will annotate the listing accordingly. The report sponsor must issue change to the implementing report directive for each reporting requirement that was canceled or revised.

c. The reports manager will review the results of the report sponsor review.

(1) If the requirement remains valid, no action is required.

(2) If the requirement is canceled, the procedures for cancellation contained in Appendix C to enclosure (2), paragraph 8 will apply.

(3) Pertinent data relating to changes will be entered into the reports inventory.

(4) The report sponsor's validation will be maintained in the applicable reports case file.

d. Recurring Reporting Requirements Checklist. Upon completion of the review, the reports manager will publish a checklist of all valid and canceled recurring reporting requirements since the last published checklist.

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GUIDE TO ESTIMATING REPORTING COSTS1. Introduction

a. The Paperwork Reduction Act of 1980 contains a provision that in the development of a reporting requirement, estimates of reporting costs must be considered and developed. It is the purpose of this guide to assure that adequate cost estimates are developed. The degree of accuracy sought in a given cost estimate may vary with the general magnitude of the reporting requirement.

b. Management needs cost estimate information to decide if the expected value of a reporting requirement is worth the cost of collecting the information. The costing methods provided in this enclosure should be used to compute the cost for the preparation, use, and storage of information reporting requirements. The reports manager shall maintain the supporting documentation and cost estimating worksheets for all recurring reporting requirements. Cost information shall be updated annually or whenever a major change in the reporting requirement occurs.

2. Reports Cost Categories. There are three categories of activities associated with costing any report: developmental, operational, and user. Definitions for each of these categories are provided below as are lists of specific activities and tasks that each category encompasses. The lists are provided primarily as a guide in categorizing various reporting activities and are not meant to be inclusive. Depending on the actual situation, all the activities and tasks shown may not apply in every instance, and in some cases additional ones may need to be included.

a. Developmental Activities. The developmental category consists of activities involving the establishment of a new report or the modification of an existing one. Developmental activities include:

(1) Specification of the reporting requirement (i.e., those tasks associated with studying the problem and planning for its resolution). Specific tasks may include:

(a) Identifying the need for certain information.

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(b) Determining the objectives and scope of the reporting system which could provide the needed information.

(c) Identifying the benefits of such a system.

(d) Appraising the impact on existing and planned systems.

(2) Analysis of the Reporting Requirement. This includes the activities involved in determining the specific information items needed and how best to obtain them. Specific tasks may include:

(a) Discussing and determining which specific data should be provided.

(b) Identifying alternative methods for obtaining the data.

(c) Identifying data sources, processing requirements, and equipment.

(d) Describing inputs, reports, major functions, and limitations of each alternative.

(e) Selecting the best alternative for providing the needed information.

(3) Design of the Reporting System. This consists of activities involved in the development and documentation of the selected system. Specific tasks may include:

(a) Developing system description (specifications), including input and output documents, data collection procedures, data and document processing, files contents, interfaces with other systems, and output distribution.

(b) For automated systems, in addition to the above, developing technical system specifications (all the information needed by a programmer) and writing the computer program(s).

(4) Installation of the Reporting System. This consists of the activities involved in converting the written plan to an operational reporting system. Specific tasks may include:

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- (a) Testing the new system procedures.
- (b) Debugging computer programs.
- (c) Acquiring and installing new equipment and modifying existing equipment.
- (d) Developing and issuing implementing directives.
- (e) Converting existing methods and procedures to the new system.
- (f) Scheduling and conducting orientation and training.
- (g) Preparing the site for automated systems.

b. Operational Activities. These include the continuing activities involved in data collection, processing and transmission.

(1) Data collection consists of tasks involved in recording data at the source and making the data available for use, including:

- (a) Obtaining, assembling, and recording source data by the preparing unit.
- (b) Controlling the accuracy of the source data.
- (c) Forwarding source data to the processing unit.
- (d) Storing source data for future reference.

(2) Data processing is the manipulation of data into the desired structure or format, including:

- (a) Receiving and controlling source data documents at the processing unit.
- (b) Preparing data for data entry--logging and batching input forms, transcribing data, manually editing data, correcting format or medium.
- (c) Translating data to machine-readable form.

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(d) Resolving data errors and obtaining missing data.

(e) Updating files and databases.

(f) Extracting and compiling data for the desired report format or medium.

(g) Performing system maintenance tasks--updating and upgrading system software.

(3) Data transmission consists of the activities involved in the delivery of system outputs to the user, including:

(a) Reproducing report copies.

(b) Bursting multiple copies.

(c) Delivering reports.

c. User Activities. These consist of activities performed on the reported information by the office which imposes the information requirement. Specific tasks may include:

(1) Interpreting and analyzing the reported information.

(2) Reading, reviewing, and discussing the reported information.

(3) Using the information for the purpose for which it was intended.

### 3. Basic Reports Costing Requirements

a. Cost to Include in Reporting Cost Estimates. Estimates of reporting costs should include the resources expended on each of the three basic reporting categories--developmental, operational, and user, and their associated tasks--in the development of a reporting system. For each of these three categories, the following types of resources and their costs should be included:

#### (1) Direct Personnel Costs

(a) Direct personnel costs consist of direct labor and fringe benefits costs. The direct labor cost is that portion of employees' salaries that is charged to a reporting activity.

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The fringe benefits cost consists of allowances and services provided to Federal employees in addition to employee salaries. It is expressed as a percentage of the salary cost. MCBUL 5214 series, Information Requirements Management in the Marine Corps, provides the total (direct labor and fringe benefits) hourly rates to be used in computing personnel costs.

(b) Compiling the Personnel Costs. To determine the personnel costs for a reporting activity, two items of information are needed: (1) the amount of time it takes to perform the activity, and (2) the rate of pay of personnel performing the activity. The amount of time required for an activity can be expressed in either work hours or work years. When determining the personnel costs, the actual salary rates should be used for existing positions.

(2) Overhead Costs. Overhead costs are costs incurred by an organization in the support of its assigned mission. These costs are called overhead or indirect cost because they apply to activities which benefit the organization as a whole, rather than any one particular function or activity. The Marine Corps has developed a standard overhead rate of 25 percent. Included in overhead costs are the following cost categories:

(a) Supervisory personnel, salaries, and fringe benefits.

(b) Clerical and technical personnel, salaries, and fringe benefits.

(c) Supplies and common distribution items such as telephones.

(d) Space and utilities (Standard Level User Charges).

The following example shows procedures for determining personnel costs when the amount of time spent on an activity and the grades of personnel performing the activity are known. The example is for operational activity costs. Development and user costs should be obtained using the same procedure.

#### OPERATIONAL COSTS

<u>Grade/ Rank</u>	<u>Hours Spent</u>	<u>x Hourly Rate</u>	<u>=Personnel Cost</u>	<u>+25% Overhead</u>	<u>=Totl Cost by Grade/Rank</u>
GS-9	52	\$15.23	\$751.96	\$188.00	\$940.00

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(3) Direct Equipment, Materials, and Supplies Costs.

Direct equipment, materials, and supplies costs are those costs that are directly expended on a reporting system or activity. Examples of the types of equipment that may be included are computers, word processors, printers, microfilm readers, copiers, and calculators. Examples of the types of materials and supplies are magnetic tape/disks, paper, microfilm, lubricants, toners, etc. In cases where the equipment is used for both reporting and other purposes, the cost should be prorated so that only the share used specifically for reporting is included in the cost. The equipment cost should include the acquisition cost and the transportation and installation costs. The cost of the equipment should be amortized over a period of 3, 5, or 10 years, depending on the useful life of the equipment. The annual equipment maintenance charges should also be included. The following example shows the procedure for determining equipment cost:

<u>Equip Item</u>	<u>Equip Cost</u>	<u>Amortized Cost</u>	<u>% of Time Used for Reporting Purposes</u>	<u>Annual Direct Equip Cost (Maint. not included)</u>
Mini Computer	\$25,000	\$5,000 (\$25,000 divided by 5)	95%	\$4,750.00

(4) Other Direct Costs. Costs other than personnel, equipment, materials, and supplies that can be directly attributed to a reporting activity fall into this category. In most instances, they consist of purchased services and operations or those activities for which fees are charged, such as ADP center charges and printing center charges. An example of this type of charge is the charge-back user fee that a computer center may impose on actual connect time with a computer by an office using a CRT to obtain information from the computer database.

4. Independent Reports. If a reporting system uses a feeder report as input, and if the feeder report is an independent report which would continue if the reporting system being estimated did not exist, the cost of the feeder report should be excluded from the estimated costs of the reporting system. However, if the feeder report is modified to serve as input to

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